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DD/S 71-2099

FILE *Q2M*

26 MAY 1971

**MEMORANDUM FOR: Executive Director-Comptroller**

**SUBJECT : Management Advisory Group Recommendations**

**REFERENCE : Memo dtd 8 Apr 71 for Ex. Dir.-Compt. fr DD/S,  
same subj**

1. This memorandum is for your information.

2. In the Reference we responded to your request for comment on two recommendations made by the Management Advisory Group. In the attached memoranda Mr. Cunningham and Mr. Fisher report on their meeting with the Group on 3 May 1971. We agree with Mr. Cunningham's opinion that no further action by management is needed so far as MAG and the CTP are concerned. Likewise we should await their reaction after they have seen Mr. Fisher's paper on the three-year review procedures.

3. You will note that both Mr. Cunningham and Mr. Fisher remark that not all of the members of MAG were interested in the subjects. I suspect we will hear nothing more from MAG on these two subjects.

(signed) John W. Coffey

**John W. Coffey  
Deputy Director  
for Support**

**2 Atts**

**Att #1: Memo dtd 18 May 71 for ADD/S fr DTR,  
above subj**

**Att #2: Memo dtd 21 May 71 for ADD/S fr D/Pers,  
above subj**

MORI/CDF Pages 2 & 3

ADD/S:RSW/ms (25 May 71)

Distribution:

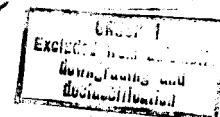
Orig - Adse, w/O of Att #1 (DD/S 71-1965) & O of Att #2 (DD/S 71-2046)

1 - ER, w/o Atts

1 - DD/S Chrono, w/o Atts

1 - DD/S Subject, w/cy of Atts & Background (DD/S 71-1862) ✓

1 - RSW Chrono



71-1965

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DTR-6317

ATT  
1

18 May 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Management Advisory Group Recommendations

REFERENCE : DD/S 71-1862, dtd 13 May 71

1. On 5 May 1971 Harry Fisher and I spent just short of four hours with the Management Advisory Group discussing their CT paper and their recommendations with respect to the probationary period. After dinner in the Executive Dining Room we met in the DCI Conference Room until nearly 10:00. I began with a point by point refutation of the CT paper which went on for more than an hour. This was probably cruel and unusual punishment but I felt they had brought it on themselves. Much of the discussion was based on my paper of 3 July 1969 describing the problems of the CT Program, and the CT charter which Colonel White signed on 9 March 1970, of which I had sent copies to each member of the group several days in advance. When I had finished there was much discussion of various aspects of the program but not a single effort to rebut anything I had said. I had the impression that at least half of the group were not particularly interested in the problem and that most of them had had little or nothing to do with the production of their paper. Next day at our panel discussion of Agency problems in the Advanced Intelligence Seminar at [ ] the MAG member of the panel, said of the session, "Last night Mr. Cunningham said of the MAG paper on the CT Program that it had something wrong with every single sentence except the first, and proved it." He told me privately that another member of the MAG had characterized the evening as "an informative disaster" - disaster in the sense that MAG should never have sent the paper forward.

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2. Three points discussed by Harry Fisher clearly made a strong impression on the group: (1) refutation of the myth that we are losing

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large numbers of bright young men; (2) refutation of the myth that CIA can no longer draw applicants from the best universities; (3) refutation of the myth that we are not receiving adequate numbers of applications from highly qualified young people. A subsequent discussion of these points with the Board of Editors of Studies in Intelligence in [ ] this last weekend convinced me there is still much to do to refute these myths. Some of the best informed senior officers in the Agency were not aware of Harry's facts until I brought them out in the discussion. I therefore recommend that Harry's information on numbers of applicants, their coming in greater numbers from the best universities than five years ago, and the surprisingly small number of resignations of good young people ought to be very much more thoroughly publicized within the Agency.

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3. The whole discussion of the CT Program was polite and reasonable. I closed the evening with a fervent appeal to the MAG to forward any specific suggestions for either improving or replacing the program, but I do not know whether the MAG will undertake any such project. I am sure that at any rate they now recognize it will take much more thorough study than they have so far made. Meanwhile I think the ball is in their court and that no other action is required by management for the present.

4. I think it would be better for Harry to comment on the discussion with respect to the probationary period.

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HUGH T. CUNNINGHAM  
Director of Training

cc: D/Pers

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71-2046

21 MAY 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Management Advisory Group Recommendations

Bob:

Hugh carried the discussion on the CT Program and I'm sure he will respond to your query on the CT paper. My impression at the conclusion of Hugh's line by line refutation of the Group's paper was that "they" were not convinced. I say "they" but I believe only two or three members of the Group feel strongly about the CT Program and the probationary issue. They did accept the fact that the Agency needed some recruitment techniques to accommodate generalists. Their solution to this requirement was for Personnel to have some slots against which generalists would be hired. We then explained that Personnel would want to share the responsibility of selection and that training, much the same as now provided the CT's, would be required. Further, if the "generalists" were to find their niche and be exposed to at least two Directorates, we would have a CT Program but under another name. The Group was asked to come up with a constructive recommendation to replace the CT Program.

On the discussion of the probationary period recommendation we had much the same results--"they" were not convinced. Despite my explanation of the injustice that could result from a quota system and the greatly increased emphasis that we were going to give to the three-year probationary period review (and you will soon be reviewing our significant modifications of this program), they still believed that managers would not get rid of the unqualified unless they were given an arbitrary quota.

On the positive side, I plan to send the finished package on the new three-year review procedures to the MAG and hopefully they will see in it the potential to at least partially achieve their goals.

SIGNED

Harry B. Fisher

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OD/Pers/HBFisher:djp (19 May 71)

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